

Manpower and Organization

JOINT MANPOWER MANAGEMENT

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This instruction outlines joint manpower management policies for the United States Transportation Command (USTRANSCOM). It implements Chairman, Joint Chiefs of Staff (CJCS) Manual 1600.01, Joint Manpower Program Procedures. It establishes the responsibilities and procedures to be followed for effective management of the command's manpower program. It provides command manpower policy, guidance, and procedures to request changes in the Joint Manpower Program (JMP). It applies to USTRANSCOM directorates and direct reporting elements (DREs).

SUMMARY OF REVISIONS

Updates the text and attachments. Changes Manpower Action Document (MAD) to Manpower Change Request (MCR). Revises the "Request for New Billet" format and process. Changes the Manpower Requirements Board (MRB) to the Manpower and Personnel Board (MPB).

Incorporates the charter of the MPB. Identifies the Chief of Staff as the approval authority for reorganization requests. Adds policy on use of billet titles. Includes procedures for requesting clearance code changes. Adds procedures for requesting Reserve mobilization manpower.

NOTE: Since this publication has been revised extensively, asterisks will not be used to identify revised material.

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1. References and Supporting Information. References, related publications, abbreviations, acronyms, terms used in this publication, and definitions of codes used on the Joint Table of Distribution/Joint Table of Mobilization Distribution (JTD/JTMD) are listed in Attachment 1.

2. General. The Manpower and Personnel Directorate (TCJ1), Manpower Management Division (TCJ1-M) is the office of primary responsibility for overall manpower management for USTRANSCOM. Each directorate/DRE will coordinate closely with TCJ1-M before submission of manpower and organizational change requests. TCJ1-M will provide the necessary guidance to ensure manpower actions comply with Joint Staff and command policy and are consistent with command goals and priorities.

3. Responsibilities:

3.1. Ultimate responsibility for managing and controlling manpower resources rests with the Secretary of Defense (SECDEF). However, SECDEF has delegated much of the responsibility and authority for joint manpower management to the CJCS. The governing policies for joint manpower management are contained in CJCS Manual 1600.01, Joint Manpower Program Procedures. In coordination with the military departments, the CJCS administers and executes the JMP by developing guidelines and criteria for determining, validating, documenting, and prioritizing joint manpower requirements. Likewise, each unified Commander in Chief (CINC) is responsible for establishing internal policies and procedures for a command JMP that comply with CJCS guidelines.

3.2. The Commander in Chief, United States Transportation Command (USCINCTRANS), is responsible to manage the accounts of the Transportation Working Capital Fund (TWCF). The TWCF is a revolving fund using a businesslike buyer-seller approach. Transportation customers establish requirements and are charged, through a rate structure, for the transportation services received. USCINCTRANS works closely with the military departments to optimize TWCF manpower levels. USTRANSCOM negotiates closely with the Services to ensure manpower is planned, programmed, and made available for assignment to TWCF activities. USTRANSCOM reimburses the military departments for manpower cost. TWCF activities are responsible to manage within Service-directed end strength and civilian work year targets.

3.3. Directors and chiefs of DREs will:

3.3.1. Ensure effective and efficient use of authorized manpower to accomplish assigned missions.

3.3.2. Ensure mobilization manpower requirements are identified and organized to support mission objectives in time of war and other emergencies.

3.3.3. Submit proposed manpower and organizational change requests to TCJ1 for review, analysis, and appropriate action. See paragraphs 4 and 5 for details.

3.3.4. Submit requests for additional manpower in accordance with (IAW) process identified in paragraph 7.

3.3.5. Participate in Joint Staff and Service-unique manpower reviews/reductions.

3.3.6. Designate a point of contact (POC) for day-to-day manpower and JMP matters.

3.3.7. Appoint a representative for the Manpower and Personnel Board (MPB). See paragraph 8 for details.

3.4. TCJ1 will provide manpower and organization services to USCINCTRANS, the directors, and chiefs of DREs for the optimum use of their manpower authorizations. Specifically, TCJ1-M will:

3.4.1. Establish and maintain a JMP and submit it, as required, to the Joint Staff Manpower and Personnel Directorate (JS/J-1) for approval. The JMP should accurately reflect the command's tasks, functions, and organization; current manpower authorizations; and Reserve mobilization requirements. It is made up of three parts:

3.4.1.1. Part One: Organization and Functions. Describes the functions and organization of the entire command to the section level. USTRANSCOM Pamphlet 38-1, Organization and Functions, serves as Part One of the USTRANSCOM JMP.

3.4.1.2. Part Two: Joint Table of Distribution (JTD). Specifies active duty military and civilian manpower authorizations for the current year and validated authorizations for the budget year and four subsequent program years (6 years total).

3.4.1.3. Part Three: Joint Table of Mobilization Distribution (JTMD). Delineates authorized reserve force augmentation manpower required for mobilization.

3.4.2. Develop and implement manpower and organizational policies for USTRANSCOM.

3.4.3. Advise command leadership on the most efficient and effective use of USTRANSCOM's joint manpower resources.

3.4.4. Accomplish technical review of proposed billet changes for sound justification, manpower costs, association to functional statement, and conformance with applicable military Service directives on grades and skills. Submit requests to Joint Staff/Service for approval.

3.4.5. Analyze reorganization proposals and requests for new manpower; coordinate with USTRANSCOM organizations as appropriate (e.g., Military Personnel Program Division

(TCJ1-P), Civilian Personnel Division (TCJ1-C), Chief Counsel (TCJA), Program Analysis and Financial Management Directorate (TCJ8), etc.); provide analysis to Chief of Staff (TCCS)/ Deputy Commander in Chief (TCDC); and take appropriate action to implement leadership decisions.

3.4.6. Coordinate with Joint Staff and Service representatives on manpower and organizational changes.

3.4.7. Provide administrative and technical support to the MPB.

3.4.8. Conduct Service-unique reviews, such as the Air Force Rated Review, Navy Officer Subspecialty Review, Army Educational Requirements System Review, Service Acquisition Billet Reviews, etc.

3.4.9. Coordinate with component command manpower offices on issues affecting component manpower.

3.4.10. Review the Joint Staff's semiannual Joint Duty Assignment List (JDAL) to ensure USTRANSCOM Joint Duty Assignment (JDA) billets are listed and properly coded. Ensure the minimum number of billets is identified as critical JDA billets. Upon billet verification, forward documentation to TCJ1-P to verify personnel assigned to each JDAL billet.

3.4.11. Review manpower portion of Service Appropriated and USTRANSCOM's TWCF Program Objective Memorandum (POM) submissions, Budget Estimate Submissions (BES), and Program Budget Decisions (PBDs).

3.4.12. Review acquisition packages as outlined in USTRANSCOM Instruction 63-2, USTRANSCOM Acquisition Program, and USTRANSCOM Instruction 63-3, Contracts Review Board, USTRANSCOM Contracts Review, for manpower impacts.

3.4.13. Review Standard Forms 52, Request for Personnel Action, and civilian position descriptions for correct billet identification data.

3.4.14. Conduct meetings, as required, to keep the directorate and DRE staff JMP POCs informed of USTRANSCOM manpower actions and initiatives.

4. Organizational Structure/Changes:

4.1. USTRANSCOM's organizational structure consists of a personal staff, DREs, directorates, and subactivities. Directorates are further divided into divisions and branches; echelons below branch level are referred to as teams, cells, or sections.

4.1.1. Subactivities are formed for organizations whose mission extends beyond support to USTRANSCOM and is operational in nature; they are considered non-management or non-combatant headquarters functions. Subactivities are subordinate to the directorate most closely related to its mission and are normally referred to as centers; e.g., Joint Operational

Support Airlift Center, Joint Deployment Training Center, Joint Intelligence Center, and Global Patient Movement Requirements Center.

4.1.2. Titles for heads of the various echelons within USTRANSCOM will be consistent. The term commander will be used only for the Commander in Chief of USTRANSCOM. Only directorate heads will use the title “Director.” Heads of special staff, DREs, and subactivities will use the title “Chief,” as will divisions, branches, and sections/elements.

4.1.3. Positions for assistants, deputies, executive officers, and advisers are limited to those directly supporting USTRANSCOM directors. Exceptions will be worked on a case-by-case basis.

4.1.4. An appropriate balance of supervisory to non-supervisory and clerical to action officer positions should be maintained. Overhead type positions should be kept at the lowest possible level. Reorganization requests that increase the amount of overhead/supervisory positions will be highlighted to leadership.

4.1.5. Ensure grade structure in an organization is proportionate to the volume and complexity of work. In order to keep grade/rank of billets commensurate with responsibilities, the grade normally increases by one level with each organizational echelon. For example, a division chief should be one grade higher than a branch chief who is one grade higher than a section chief.

4.2. USTRANSCOM directorates and DREs may organize as necessary to carry out assigned duties and responsibilities. Reorganization proposals will be forwarded through TCJ1 to TCCS for approval.

4.2.1. Directors/deputy directors/chiefs of DREs will submit organizational change requests (OCRs) outlining proposed reorganizations of their respective staff to TCJ1. OCRs should describe how productivity and organizational effectiveness will be improved. Requests must also include revised functional statements, current and proposed organization charts, and specific billet realignments/changes required (see Attachment 2 for example and guidance).

4.2.2. TCJ1 will evaluate the organization, manpower, and personnel implications to ensure proposed actions are attainable and reflect the most effective and efficient use of manpower authorizations. USTRANSCOM organizations (e.g., TCJ1-P, TCJ1-C, TCJA, TCJ8, etc.) will be consulted, as appropriate. TCJ1 will forward analysis of OCR to TCCS for approval.

4.2.3. If approved, TCJ1 will prepare a manpower requirements change package (MRCP) and submit to the Joint Staff. Subsequent to Joint Staff approval, TCJ1 will update the JTD/JTMD and USTRANSCOM Pamphlet 38-1, Organization and Functions. Organizations approved as subactivities will be placed on a separate JTD/JTMD.

5. Changes to Manpower Billets.

5.1. When the need for a change to a manpower billet is identified, the directorate/staff manpower POC prepares a manpower change request (MCR) specifying the desired change and

submits to TCJ1 (see Attachment 3 for format). The Director or Deputy Director (or Chief of DRE) of the organization requesting the change must sign the MCR. Actions affecting billets in more than one directorate shall be routed “In Turn” through the respective directorates/DREs and concurrence obtained prior to forwarding the documentation to TCJ1. Changes to reserve mobilization manpower must be routed, “In Turn,” through the Joint Transportation Reserve Unit (JTRU), to TCJ1. TCJ1-M evaluates the MCR for compliance with USTRANSCOM and Joint Staff policy, coordinates with military and/or civilian personnel divisions (and Reserve Affairs (TCRA) for changes to Reserve authorizations), and prepares and submits a MRCP to the Joint Staff via the Joint Manpower and Personnel System (JMAPS) for approval/disapproval.

5.2. Occasionally, billet changes are originated in TCJ1-M (e.g., JTD cleanup actions or Command Section-directed changes). In these instances, TCJ1-M will forward a MRCP, with justification for the change, to the designated manpower POC of the affected directorate(s)/DRE(s) for coordination prior to submitting to the Joint Staff.

5.3. There are three types of manpower changes: (1) automatic, (2) changes of Service concern, and (3) Future Years Defense Program (FYDP) or budget changes:

5.3.1. “Automatic” changes are administrative in nature, meaning there is no impact to personnel assignments or inventory and, therefore, can be made effective immediately as opposed to programmed on the JTD in a future fiscal year. Examples of automatic changes are billet realignment actions and title changes. Automatic changes can be submitted to TCJ1 at any time and, in turn, TCJ1-M can submit to the Joint Staff at any time. Joint Staff coordination is normally completed within 2 weeks. When notified of Joint Staff approval, TCJ1 personnel update the JTD and inform the requester of the completed action.

5.3.2. “Service concern” changes are those that affect the personnel assignment process. Examples include changes to grade, skill, subspecialty, education/language code, security clearance, and critical code designation. Service concern changes can be submitted to TCJ1 at any time; however, TCJ1 must hold them for submission to the Joint Staff until the next scheduled change cycle (1 January and 1 July). The target date for getting changes submitted to TCJ1 in time for each of these cycles is 1 December and 1 June, respectively. Upon notification of Service approval/disapproval of manpower billet changes, TCJ1 will inform the requester and update the JTD accordingly.

5.3.2.1. Due to the affects on the personnel system, service concern changes must be reflected as a future change on the JTD. Depending on which of the two semiannual cycles the change request is made, the change may have to be programmed 6 to 18 months in the future to allow the Services adequate time to grow the required personnel inventory and work personnel assignments.

5.3.3. FYDP changes affect the program element code (PEC), Service, or category (officer/enlisted/civilian) of a billet. Since these changes are directly related to the budget, they must be programmed at least 2 years in the future. (The 2-year lead time applies only if the request is being made without an offset.) FYDP changes can be submitted to TCJ1 at any time;

however, TCJ1 must hold them for submission to the Joint Staff until the next semiannual change cycle.

5.4. In view of extremely constrained resources, every effort must be made to identify an offset when requesting a change to the Service, category, or grade of a billet. In addition, the following policies must be adhered to when requesting changes to USTRANSCOM joint manpower billets.

5.4.1. A minimum number of critical billet designations must be maintained in USTRANSCOM; therefore, if a joint critical designation code is deleted from a billet, it must be added to another within the same Service.

5.4.2. PECs identified for specific programs (e.g., the Defense Health Program) cannot be accepted as offsets for other joint manpower requirements outside of the specified function. Positions already programmed for deletion, or phase-out, are not acceptable offsets because the Service's FYDP has already been adjusted.

5.5. Clearance Code Changes. Requests to change the clearance code of a billet to/from Secret Compartmental Information (SCI) must be routed through USTRANSCOM Special Security Division (TCJ2-S) for approval prior to TCJ1 processing. Secret and Top Secret clearance code changes can be submitted directly to TCJ1.

6. Transfer of Manpower Between USTRANSCOM and an Outside Agency/Command.

When missions or workload transfer to or from USTRANSCOM, the associated manpower should also transfer. The USTRANSCOM directorate involved in the transfer is responsible to ensure correspondence (usually a Staff Summary Sheet, Air Force Form 1768) is accomplished describing specific manpower and workload transfer details. Both gaining and losing organizations must coordinate this action (normally coordinated at senior command level; i.e., USTRANSCOM/TCDC and commensurate level at other organization(s) involved). Ensure USTRANSCOM organizations (e.g., TCJ1-P, TCJ1-C, TCJA, TCJ8, etc.) are included in the coordination process. Upon completion of the coordination process, the USTRANSCOM directorate involved in the transfer notifies TCJ1-M of required manpower actions by submitting a manpower transfer request (see Attachment 4) along with supporting documentation (e.g., Staff Summary Sheet).

7. Requests for Additional Manpower

7.1. Temporary or term manpower:

7.1.1. Significant temporary surges in workload should be managed through internal realignment of personnel or employment of temporary personnel. Temporary civilian hires are used for a specified period not to exceed 1 calendar year (extendable to 2 years).

7.1.2. Civilian manpower required to support work of a project nature and required for longer than 1 year can be satisfied through the use of term hires. Work is considered to be of a project nature when it meets all of the following conditions: (1) it cannot be accomplished by the regular work force; (2) it is to be completed within a specified time frame that is appropriate for

term appointment; (3) it is not part of the normal work flow of the organization; and (4) it is generated by a circumstance or situation which is not continuing. Positions terminate upon completion of the project and are used for periods in excess of 1 year, but may not exceed 4 years.

7.1.3. If a temporary civilian hire or term hire is appropriate, submit request to TCJ1 for analysis using the format at Attachment 5. In addition to reviewing the justification provided, the availability of civilian work years and civilian pay dollars will also be determined. TCJ1-C will obtain the certification of funds from the Budget Division (TCJ8-B). TCJ1 will forward the request to TCCS with analysis results. The Chief of Staff will review and either make a recommendation directly to the DCINC or convene the MPB for a corporate review and recommendation (see figure 1 for process flow and paragraph 8 for MPB charter).

7.2. Permanent manpower:

7.2.1. Determine the most appropriate type of manpower required relative to the new or increased workload—military, civilian, or contract services. Military authorizations are established when required by law, training, security, military discipline, rotation, as a basis for combat readiness, or when a military background is required for successful performance of the duties involved. Unusual working hours, difficult working conditions, and avoiding overtime costs are not appropriate reasons for using military billets. Civilian authorizations will be used for all positions that do not meet criteria cited above. AFI 38-204, Programming USAF Manpower, Chapter 6, may be useful in determining the type of manpower required. If contract services appear to be an option, contact TCJA and the Operations and Logistics Directorate, Business Center, Acquisition Branch (TCJ4-BCQ) for guidance.

7.2.2. Requests for new permanent manpower must be thoroughly justified and submitted to TCJ1 for analysis using the format at Attachment 5. TCJ1 will forward the request to TCCS with analysis results and, if appropriate, potential options for sourcing/funding; e.g., reprioritization of internal USTRANSCOM manpower, submission in POM, or submit request to the Joint Staff Joint Manpower Management Division, etc. TCCS will review and either make a recommendation directly to the DCINC or convene the MPB for a corporate review and recommendation (see figure 1 for process flow and paragraph 8 for MPB charter).

7.3. Reserve Mobilization Manpower: Individual Mobilization Augmentees (IMAs) and Selected Reserve unit billets are based on requirements for augmentation in response to increased manpower demands in time of contingency or war. Requests for Reserve mobilization manpower should follow guidance in paragraph 7.2.2., and Attachment 5, the only difference being that the request should be routed through the Joint Transportation Reserve Unit (JTRU), then to TCJ1. TCJ1 will present analysis and potential funding options to TCRA and TCCS.

Note: The foregoing is not applicable to reservists attached to USTRANSCOM for training from a centrally managed and funded IMA program, such as reservists assigned to the 9005 Army Reserve Squadron. Attachment of these reservists will be coordinated with TCJ1 by their respective central managers.

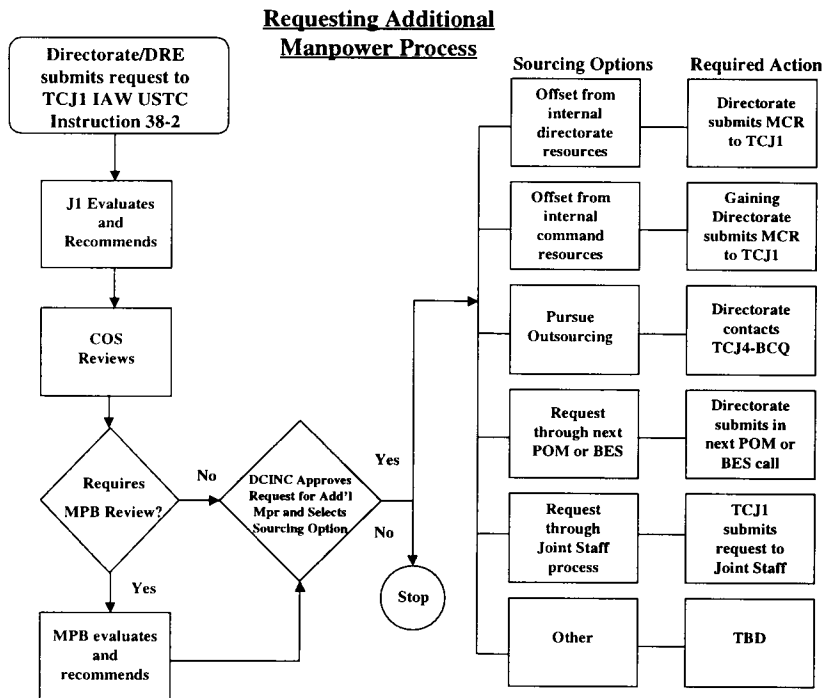


Figure 1.

8. Manpower and Personnel Board (MPB). The MPB is the corporate board that will recommend priorities for expending manpower resources to support command goals and objectives. The MPB's charter is to provide a forum for big picture examination of manpower issues and will convene at TCCS's discretion. The board will hear the issues, discuss possible solutions, assess impacts, and recommend a course of action to the DCINC.

8.1. TCCS will convene the MPB primarily for, but not limited to, issues such as: (1) evaluating and prioritizing requests for new manpower and recommending funding solutions, as applicable; (2) recommending a course of action for implementing arbitrary reductions; (3) recommending distribution of new manpower or realignment of existing command manpower; (4) evaluating and recommending the prioritization of civilian high grade requests; (5) evaluating and recommending the allocation of civilian overhire positions as these positions become vacant, when intended purpose changes, or as determined necessary; and (6) top-down driven (e.g., CJCS) reviews or studies of command structure and manpower requirements.

8.2. The MPB is chaired by TCCS and includes a representative from each directorate, Chief Counsel, Command Surgeon, and an individual, as appointed by TCCS, to represent the DREs and personal staff functions. Although Operations and Logistics (TCJ3/J4) are currently combined in one directorate, a representative from each area (Operations, Logistics) will be appointed due to diversity of functions. The Command First Sergeant will act as an advisor to the board on enlisted matters. The TCJ1 staff will provide administrative and technical support.

8.2.1. TCJ1 will evaluate all issues and provide analysis to TCCS prior to presentation to the board. TCJ1-M serves as the focal point for manpower-related issues presented to the board (requests for additional manpower, manpower reductions, etc.). TCJ1-C serves as the focal point for civilian personnel related issues (civilian high grades, etc.) presented to the board.

Directorates will submit requests for additional manpower to TCJ1 IAW procedures outlined in paragraph 7. Civilian overhire positions are not authorized on an indefinite or permanent basis. If proposing a change on the use of the overhire position for a purpose other than that for which it was originally justified, a justification package (format at Attachment 6) must be submitted to TCJ1. If overhire position becomes vacant, and the purpose of the position has not changed from that for which it was originally justified, the original justification package and a cover letter (stating purpose is not changing) must be submitted to TCJ1. Requests to upgrade existing civilian positions must follow guidance/format in USTRANSCOMPD 36-22, Civilian Personnel Position Management; however, only those requesting high grades (GS-14 or above) will be presented to the MPB. If requesting a new manpower requirement that is also a civilian high grade, a combined package can be submitted following guidance from both this instruction and USTRANSCOMPD 36-22. Upcoming MPBs are posted on attendees' calendars. To allow adequate time for TCJ1 evaluation and TCCS review, submit request to TCJ1 no later than one month prior to next scheduled MPB.

8.2.2. TCJ1 will provide administrative support for the MPB, to include notifying members of meetings, providing agendas, tasking appropriate directorates for necessary information, and sending out read-ahead slides. The directorate requesting additional manpower and/or civilian high grade will brief the requirement to the board. TCJ1 will provide information deemed necessary for discussion; e.g., statistics of current high grade allocations, funding options, alternative solutions, vacant positions that could be realigned, etc. TCJ1 will record board recommendations, staff with Directorates/DREs, and forward final staffed recommendations to DCINC.

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Director, Manpower and Personnel

Attachments:

1. Glossary of References and Supporting Information
2. Sample - Organizational Change Request (OCR)
3. Sample - Manpower Change Request (MCR)
4. Sample - Manpower Transfer Request
5. Sample - Request for Additional Manpower
6. Sample - Request for Change of Civilian Overhire Position

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

DODI 1300.20, DOD Joint Officer Management Program Procedures

Chairman, Joint Chiefs of Staff (CJCS) Manual, CJCS 1600.01, Joint Manpower Program Procedures

USTRANSCOM Instruction 63-2, USTRANSCOM Acquisition Program

USTRANSCOM Instruction 63-3, Contracts Review Board

USTRANSCOM Pamphlet 38-1, Organization and Functions

USTRANSCOM Policy Directive 36-22, Civilian Personnel Position Management

Air Force Instruction 38-201, Determining Manpower Requirements

Air Force Instruction 38-204, Programming USAF Manpower (Chapter 6)

Abbreviations and Acronyms

CJCS – Chairman of the Joint Chiefs of Staff

CME – Contract Manpower Equivalent

DCINC – Deputy Commander in Chief

DRE – Direct Reporting Element

DRU – Direct Reporting Unit

FYDP – Future Years Defense Program

IMA – Individual Mobilization Augmentee

JDA – Joint Duty Assignment

JDAL – Joint Duty Assignment List

JMAPS – Joint Manpower and Personnel System

JMP – Joint Manpower Program

JPME – Joint Professional Military Education

JTD – Joint Table of Distribution

JTMD – Joint Table of Mobilization Distribution

JTRU – Joint Transportation Reserve Unit

MAF – Man-hour Availability Factor

MCR – Manpower Change Request

MPB – Manpower and Personnel Board

MRCP – Manpower Requirements Change Package

OCR – Organizational Change Request

PEC – Program Element Code

POC – Point of Contact

POM – Program Objective Memorandum

SCI – Secret Compartmental Information

SECDEF – Secretary of Defense

TWCF – Transportation Working Capital Fund

Terms/Definitions

Billet. An authorization to fill a manpower requirement (position or paragraph/line number) with personnel from one of the Services with certain skills, grade, experience, training, and language.

Budget Year. The fiscal year following the current fiscal year.

Contract Manpower Equivalent (CME). The number of man-years required if in-house civilian employees perform contract workload at the same level of performance required in the contract's statement of work. Often used interchangeably with the term "contract full-time equivalent (FTE)." Compute CMEs by identifying the total number of estimated or actual contract labor man-hours and divide by the annual man-hour availability factor (1900 hours). Round fractional manpower using normal rounding procedures (e.g., 2.2 = 2; 2.5 = 3). Applies to service-type contracts only. Examples of service contracts: engineer and/or install equipment; operate systems, provide housekeeping services; training; photography or duplicating services; technical

services; provide special studies, including consultant services; and operate and/or maintain leased or rented equipment and facilities. (See AFI 38-201, Chapter 6.)

Critical Billet. A joint duty position for which, considering the duties and responsibilities of the position, it is highly important that the assigned officer be particularly trained in, and oriented toward, joint matters. Critical billets are filled by Joint Specialty Officers unless waived by the CJCS (reference DOD Instruction 1300.20, DOD Joint Officer Management Program Procedures).

Critical Billet Designation Code. The code on the JTD that identifies critical billets. The code is found under the column heading "J/C," J meaning joint duty assignment and "C" indicating critical joint duty assignment.

Direct Reporting Element (DRE). Staff elements that provide technical specialties for the commander and staff, but are not identified as directorates.

Direct Reporting Unit (DRU). A unit, headed by a commander, that reports directly to the Commander in Chief and performs missions which do not fit into the USTRANSCOM command or subordinate activities.

Joint Manpower and Personnel System (JMAPS). The interactive database for the management of joint manpower and personnel.

Joint Table of Distribution (JTD). The manpower document which identifies the positions and enumerates the spaces that have been approved for each organizational element of a joint activity.

Joint Table of Mobilization Distribution (JTMD). A joint manpower authorization document that identifies the additional positions required to augment the existing positions on the JTD in time of mobilization.

Manpower Change Request (MCR). The means by which to request a change to a manpower requirement. An example is provided at Attachment 3.

Manpower Requirements Change Package (MRCP). The document in JMAPS used to forward a change request to the Joint Staff.

Man-hour Availability Factor (MAF). The average number of man-hours per year an assigned individual is available to do primary duties. Based on a normal 40-hour, 5 days/week, 8 hours/day work week. Excludes holidays, weekends, and is adjusted for non-available hours (leave, sick, training, etc.). Current annual MAF is 1900 hours. (See AFI 38-201, paragraph 2.2.)

Organizational Change Request (OCR). The means by which to request a change to the organizational structure of an organization. An example is provided at Attachment 2.

Subactivity. For purposes of reporting a headquarters manpower baseline, the command is split into two categories--headquarters and non-headquarters activities. Non-headquarters activities perform functions that are operational in nature, as opposed to policy, and whose missions extend beyond support to USTRANSCOM. These units are sometimes referred to as below-the-line units; USTRANSCOM refers to them as subactivities. There are currently four subactivities identified and approved in USTRANSCOM—Joint Intelligence Center, Global Patient Movement Requirements Center, Joint Operational Support Aircraft Center, and Joint Deployment Training Center. Subactivities report to the directorate to which their mission is most closely associated.

Description of Headings/Codes used on the JTD/JTMD

PARA = paragraph number; defines, organizationally, where the billet resides.

PARAGRAPH TITLE = the name of the office/division/branch/etc.

LINE = line number; defines specifically where the billet lies within a paragraph.

BILLET TITLE = the title of the position.

POSNCODE = Joint Duty Assignment number used by the Services and Congress to track billets and incumbents performing joint duty.

J/C = identifies the position as a J, joint duty assignment, or a C, critical joint duty assignment.

GRD = category and grade of the position (civilians are identified as GS).

N/R = identifies billet as Nominative or Rotational; if blank, billet is Permanent.

SVC = Service.

SKILL = skill code, e.g., Air Force Specialty Code, Navy Occupational Billet Code, etc.

ADCODE = additional code. Field used to identify additional skill codes, such as the Navy designator, RPI codes for the Air Force, and additional skill identifiers for the Army.

SVC UIC = Service Unit Identification Code; e.g., Air Force Personnel Accounting Symbol (PAS) Code; Army Unit Identification Code (UIC), etc.

PE CODE = Program Element Code. Identifies the DOD program from which the billet is budgeted/funded. The first digit corresponds to Major Force Programs; i.e., Program 4 is Mobility Forces; Program 3 is Command, Control, Communications, Intelligence and Space; etc.

PFY = Previous Fiscal Year.

CFY = Current Fiscal Year.

PROGRAM YEARS = The five fiscal years following the current fiscal year.

AUG-REQMTS = Augmentation requirements. This column reflects mobilization billets on a combined JTD/JTMD.

COM = accompanies the function code to tell if the function is common across unified commands or unique to USTRANSCOM. The “H” code reflected on the JTMD indicates the mobilization billets are “Externally Controlled (Reserve).” Reference CJCSM 1600.01.

Function = function code. An alpha/numeric code that identifies what function the billet performs. Reference CJCSM 1600.01 for definitions of each code.

SVC BILLET ID = available for Service-unique identification numbers. Air Force position numbers are currently the only Service using the field.

CIV POS NBR = civilian position number (field currently not used).

RSV = Reserve. Identifies if the position is a reserve resource; e.g., Army Active Guard and Reserve (AGR), Navy Training and Administration of Reserves (TAR), etc. This information directly relates to the RIC (see below).

REMARKS CODES = miscellaneous codes that identify unique requirements of a position, such as clearance codes, language, experience, etc. Contact TCJ1-M personnel for a complete listing and description of each code.

RIC = Resource Identification Code. Indicates the type of resource the billet is; e.g., active duty military, civilian, individual mobilization augmentee, etc.

BILLET COMMENT = comments added to help track the status of billets; i.e., if the billet is dropping off, a billet comment is normally added to explain why.

(Organizational Change Request (OCR))

MEMORANDUM FOR TCJ1

FROM:

SUBJECT: Organizational Change Request

SAMPLE

1. The following organizational change is submitted. Current and proposed organization charts and function statements are at Attachments 1 and 2, respectively; specific billet realignment actions are at Attachment 3. The following questions are answered to explain and justify the requested change:

- a. What is the proposed action?
- b. Why is the action needed? (Explain the expected benefits, identify improvements, and provide examples of increased mission capability, and so on.)
- c. How does the change affect personnel?
- d. How does the change affect other organizations?

2. POC is:

(Signature)
(Request must be signed by Director/
Deputy Director/Chief of DRE)

Attachments:

1. Organization Charts (Current/Proposed) (see note 1 below)
2. Function Statements (Current/Proposed) (see note 2 below)
3. Billet Realignment Actions

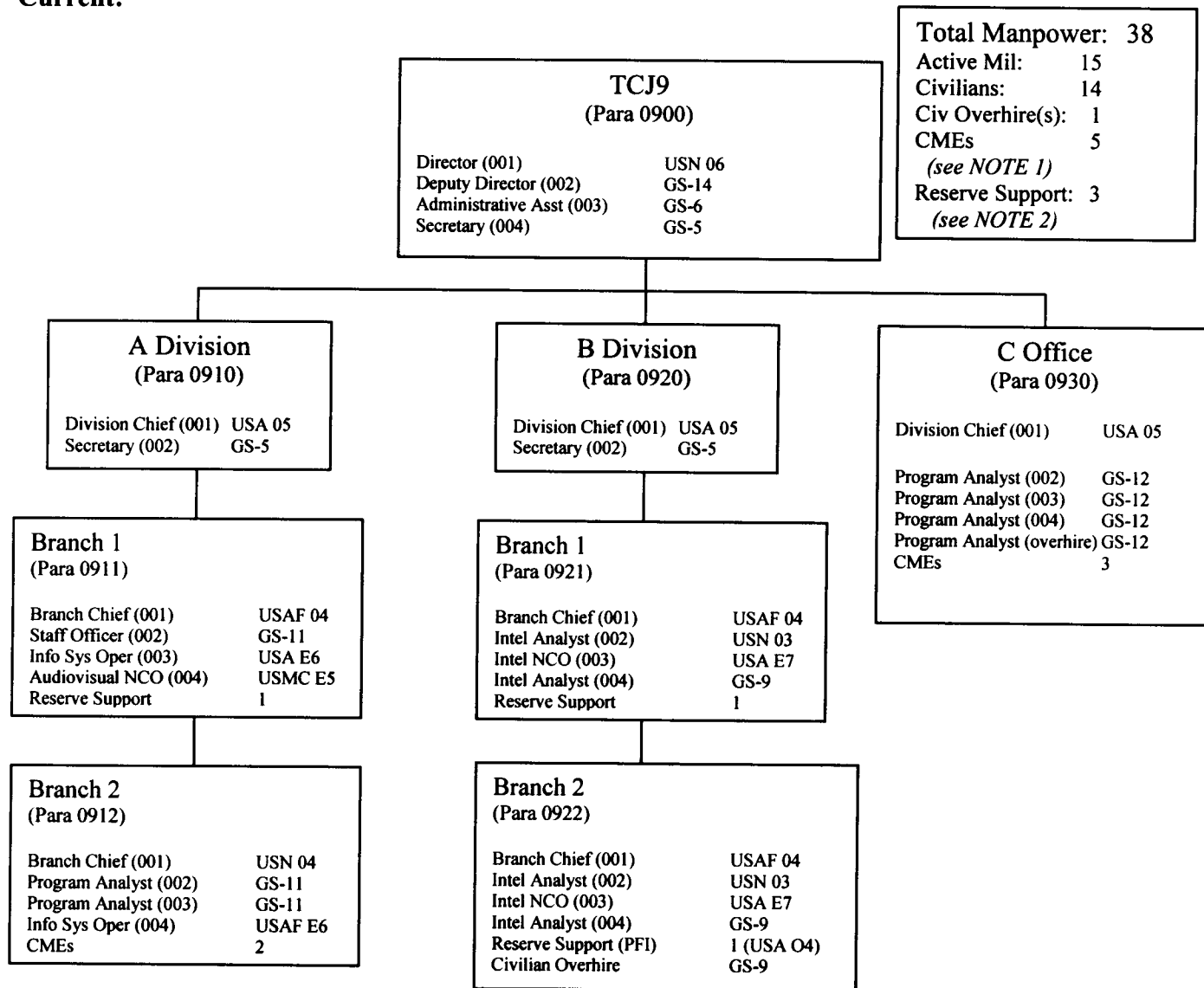
NOTE 1: Org charts will reflect each billet currently authorized on the JTD and JTMD (include billet title, line number, and Service/grade of each). Also include civilian overhires, contract support, and Reserve support (excluding support provided during drill weekends and 2-week annual drills) currently supporting your respective work centers. See example on next page.

NOTE 2: Provide new or revised function statement(s) of work center(s) affected by reorganization. If adding billets to an existing work center, include current duties and new functions of work center. If an entire new work center is being established, identify the function of new work center only. Reference USTRANSCOM Pamphlet 38-1, USTRANSCOM Organization and Functions, for currently published function statements.

ORGANIZATION CHARTS

SAMPLE

Current:



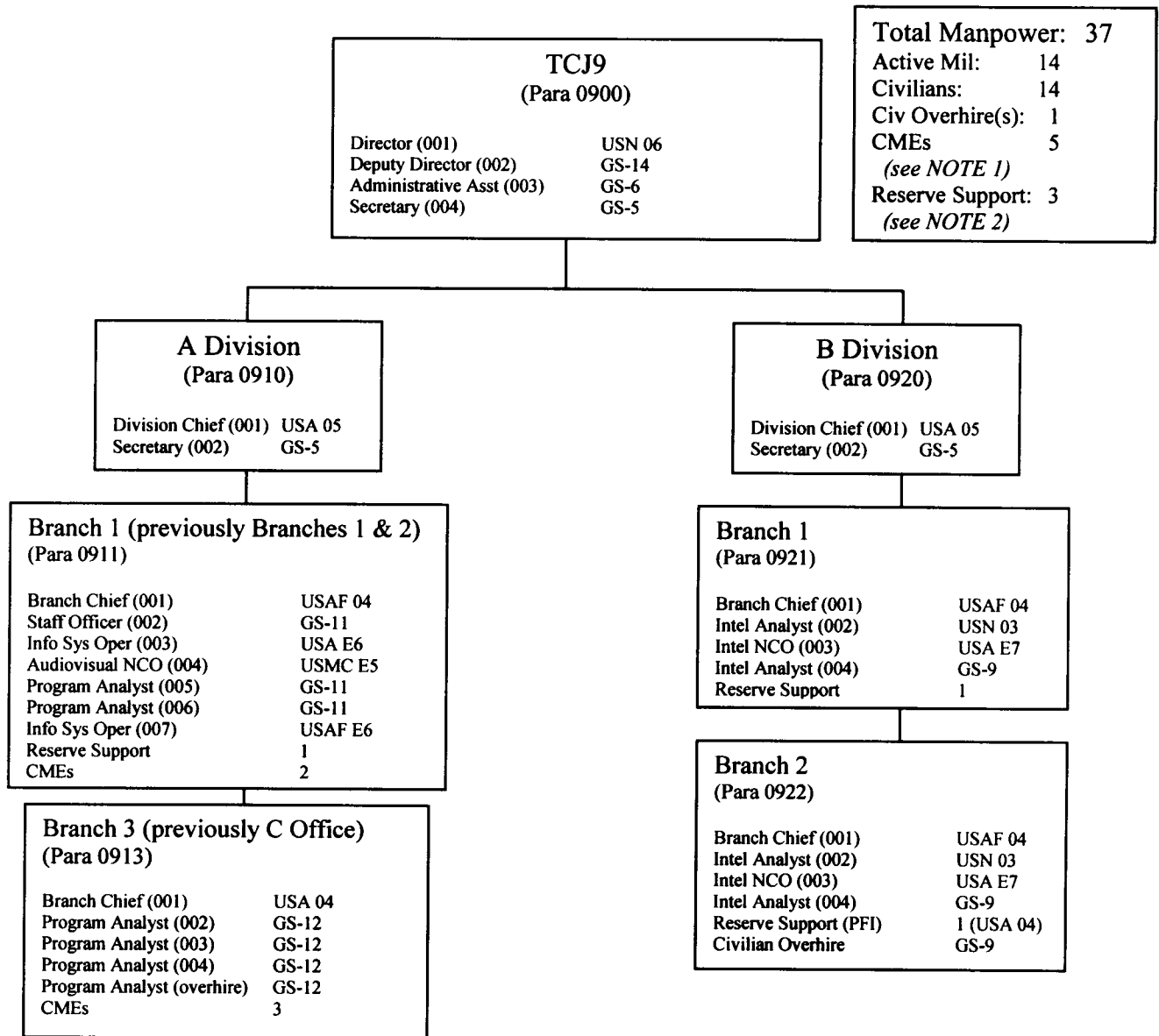
NOTE 1: Estimate the number of contract manpower equivalents (CMEs) by dividing the total number of contract labor man-hours by the annual man-hour availability factor (1900 hrs).

NOTE 2: Reserve support is provided through multiple programs; examples include Partnering for Fiscal Integrity (PFI), Active Duty for Training (ADT), Active Duty for Special Work (ADSW), Man-day Participation Allocation (MPA), Joint Military Intelligence Program (JMIP), etc. Estimate the number of full-time equivalent Reserve support by identifying the number of man-hours Reservists are providing annually (excluding drill weekends and 2-week annual drills) and divide by the annual man-hour availability factor (1900 hrs).

SAMPLE

ORGANIZATION CHARTS

Proposed:



NOTE 1: Estimate the number of contract manpower equivalents (CMEs) by dividing the total number of contract labor man-hours by the annual man-hour availability factor (1900 hrs).

NOTE 2: Reserve support is provided through multiple programs; examples include Partnering for Fiscal Integrity (PFI), Active Duty for Training (ADT), Active Duty for Special Work (ADSW), Man-day Participation Allocation (MPA), Joint Military Intelligence Program (JMIP), etc. Estimate the number of full-time equivalent Reserve support by identifying the number of man-hours Reservists are providing annually (excluding drill weekends and 2-week annual drills) and divide by the annual man-hour availability factor (1900 hrs).

Billet Realignment Actions

Request the following manpower billets be changed/realigned as indicated (*provide, at a minimum, the data from the current JTD/JTMD as indicated by the below headings**):

<u>Para/Line</u>	<u>Title</u>	<u>Skill</u> <u>Code</u>	<u>Grade</u>	<u>Service</u>	<u>Addl</u>	<u>Function</u> <u>Code</u>	<u>Remarks</u>	<u>PEC</u>	<u>FY**</u>
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Current:

Change: (fill in only the area(s) to be changed)

Current:

Change:

Current:

Change:

Current:

Change:

SAMPLE

**NOTE: See "Key to JTD coding" at Attachment 1 of this Instruction for definition of JTD/JTMD headings.*

*** Changes to military skill code, grade, JPME status, critical designation, etc., must be forecasted in the future to provide ample time to grow the required personnel inventory and work personnel assignments. (NOTE: Changes submitted in the January cycle must be made effective 1 October of the current year or the first day of the next FY; July cycle changes must be 1 October of the subsequent year or the next FY + 1 year.) Simple realignments within the same JTD and changes to titles and functional coding data can be requested in the execution or current year.*

(Manpower Change Request (MCR))

MEMORANDUM FOR TCJ1 *(For changes to mobilization requirements, prepare an IN TURN memo, routing first through the JTRU, then TCJ1)*

FROM:

SUBJECT: Manpower Change Request

SAMPLE

1. Request the following manpower billets be changed as indicated *(provide, at a minimum, the data from the current JTD/JTMD as indicated by the below headings):*

<u>Para/Line</u>	<u>Title</u>	<u>Skill Code</u>	<u>Grade</u>	<u>Service</u>	<u>Addl Code</u>	<u>Function</u>	<u>Remarks</u>	<u>PEC</u>	<u>FY*</u>
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Current:

Change: (fill in only the area(s) to be changed)

Current:

Change:

**Changes to military skill code, grade, JPME status, critical designation, etc., must be forecasted in the future to provide ample time to grow the required personnel inventory and work personnel assignments. (NOTE: Changes submitted in the January cycle must be made effective 1 October of the current year or the first day of the next FY; July cycle changes must be 1 October of the subsequent year or the next FY + 1 year.) Simple realignments within the same JTD and changes to titles and functional coding data can be requested in the execution or current year.*

(NOTE: For mobilization requirements, identify if the type of drill resource (e.g., Individual Mobilization Augmentee (IMA), Drilling Individual Mobilization Augmentee (DIMA), Troop Program Unit (TPU), etc.) requires change.)

2. Justification: *(Explain why the change is required. Include wartime justification for changes to mobilization billets.)*

3. Billet Description. *(This information is required if changes are made to Title, Code, Addls, or Navy subspecialty, etc. Purpose is to permit TCJ1-M ability to verify that billet code changes comply with the duties of the job.)*

4. POC is:

(Signature)

(Request must be signed by Director/
Deputy Director/Chief of DRE)

(Manpower Transfer Request)

MEMORANDUM FOR TCJ1

FROM:

SUBJECT: Transfer of Manpower to/from USTRANSCOM

SAMPLE

1. The following billet data/information is provided to initiate a manpower transfer request:

<u>Para/Line</u>	<u>Title</u>	<u>Skill</u> <u>Code</u>	<u>Grade</u>	<u>Service</u>	<u>Addl</u>	<u>Function</u> <u>Code</u>	<u>Remarks</u>	<u>PEC</u>	<u>FY</u>
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(If manpower is being transferred from another agency to USTRANSCOM, identify the losing command and all manpower data [paragraph, line, Service, skill, grade, PEC, etc.] needed to add the billet on the USTRANSCOM's JTD or JTMD. TCJ1-M will assist in obtaining the necessary data from the losing agency/command; note that the attributes should reflect the requirement of the billet as needed to perform duties in USTRANSCOM—some of the coding may need to be changed to conform to the Joint Manpower and Personnel System.)

(If manpower is being transferred from USTRANSCOM to another agency, identify the gaining command and billet data from the JTD, i.e., paragraph, line, skill, grade, etc., to ensure the appropriate billet/FYDP is removed from USTRANSCOM's JTD or JTMD.)

2. Describe the workload and responsibilities being transferred.
3. Rationale for transfer.
4. Proposed effective date of transfer.
5. Statement of concurrence from the losing/gaining command. *(Identify the office/agency involved in the transfer and attach documentation reflecting concurrence; i.e., staff summary sheet, etc.)*

(Signature)
(Request must be signed by Director/
Deputy Director/Chief of DRE)

Attachment:

Documentation Reflecting Gaining and Losing Command Concurrence on Action

(Request for Additional Manpower)

MEMORANDUM FOR TCJ1

FROM:

SUBJECT: Request for Additional Manpower

SAMPLE

1. Identification of new/expanded mission.

a. *(Identify who or what directed new or expanded mission. Is mission directed by CJCS or higher authority? Provide source document, date, authenticating official, and concise summary of new and/or expanded mission.)*

b. *(Indicate where new functions were previously performed. If function was not previously performed, so state. If the function is already performed within the command, explain why additional manpower is required.)*

2. Responsibilities to be performed.

3. Methodology for computing required number of billets. *(Explain how the number of billets requested was derived and verified. Indicate any standards or disciplines used to arrive at single or multiple authorizations. Provide as much quantifiable information as possible. This step is important for the credibility of the overall request and vital for multiple billets for the same function.)*

4. New Billet attributes: *(At a minimum, the following information is required for each new billet requested.)*

Work center title:

Title of billet:

Skill code:

Addl code: *(Applicable to Navy billets only.)*

Military/Civilian: *(If military, identify required grade.)*

Service:

Required effective and through dates of billets:

(Include additional codes required, such as clearance code, critical billet identification, acquisition, etc. For Reserve/Mobilization manpower, indicate wartime code and drilling code of billet.)

5. Military Essential Rationale (if applicable): *(Fully explain why a military billet is required versus a civilian. Example: billet is required for contingency or war; previous military training or experience is required; authority to exercise direct military authority is required; etc.) (If request is for Mobilization/Reserve manpower, provide wartime justification.)*

6. Type of Civilian Requirement: *(Indicate whether a permanent civilian billet, temporary hire, or term hire is required.)*
7. Impact if not funded: *(Make as strong as possible. Outline what will not get accomplished, what will be adversely affected, what will not be done in a timely manner, and impact of each.)*
8. Linkage to strategic plan: *(Describe how requirement specifically supports goals/objectives.)*
9. Source of funding: *(Identify potential offsetting manpower, dollars, or functions to source new manpower.)*

(Signature)
(Request must be signed by Director/
Deputy Director/Chief of DRE)

Attachments:

1. Organization Charts (see note 1 below)
2. Function Statements (see note 2 below)
3. Request for Personnel Action (SF-52) (if appropriate; see note 3 below)
4. Civilian Job Description (if appropriate; see note 3 below)

SAMPLE

NOTE 1: Show at least one section above and below levels of respective billets. Identify number of billets currently authorized and number of new billets required. Include civilian overhires, contract support, and reserve support (excluding support provided during drill weekends and 2-week annual drills) currently supporting your respective work centers. (See Example Organization Chart at Attachment 2, this instruction, for guidance on identifying levels of contract and reserve support.)

NOTE 2: Provide new or revised function statement(s) of work center(s) affected by new or increased mission. If adding billets to an existing work center, include current duties and new functions of work center. If an entire new work center is being established, identify the function of the new work center only.

NOTE 3: If you are submitting a request for temporary or term manpower/workload, attach a copy of the SF 52 and draft civilian job description.

(Request for Change of Civilian Overhire Position)

MEMORANDUM FOR TCJ1

FROM:

SUBJECT: Request for Change of Civilian Overhire Position (see note 1 below)

SAMPLE

1. Request the following civilian overhire position be changed as indicated (provide, at a minimum, the workcenter/paragraph number or overhire reference number [OHxx) used by TCJ1-C):

JTD Para or <u>OH Ref#</u>	<u>Title</u>	Skill <u>Code</u>	<u>Grade</u>	<u>Service</u>	<u>PEC</u>
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Current:

Change: (fill in only the area(s) to be changed)

2. Identification of mission.

a. (If new mission, identify who or what directed new or expanded mission. Is mission directed by CJCS or higher authority? Provide source document, date, authenticating official, and concise summary of new and/or expanded mission.)

b. (Indicate where new functions were previously performed. If function was not previously performed, so state. If the function is already performed within the command, explain why additional manpower is required.)

3. Responsibilities to be performed.

4. Justification: *(Explain why the change is required. Why is current overhire position no longer needed?)*

5. Impact if not funded: *(Make as strong as possible. Outline what will not get accomplished, what will be adversely affected, what will not be done in a timely manner, and impact of each.)*

6. Linkage to strategic plan: *(Describe how requirement specifically supports goals/objectives.)*

(Signature)

(Request must be signed by Director/
Deputy Director/Chief of DRE)

Attachments:

1. Organization Charts (see note 2 below)
2. Function Statements (see note 3 below)
3. Request for Personnel Action (SF-52)
4. Civilian Job Description

SAMPLE

NOTE 1: Civilian overhire positions are not authorized on an indefinite or permanent basis. Change to existing civilian overhire requirements must be presented to the MPB.

NOTE 2: Show at least one section above and below levels of respective billet. Identify number of billets currently authorized and number of billets required. Include civilian overhires, contract support, and reserve support (excluding support provided during drill weekends and 2-week annual drills) currently supporting your respective work centers to provide the complete resource picture. (See Example Organization Chart at Attachment 2, this instruction, for guidance on identifying levels of contract and reserve support.)

NOTE 3: If appropriate, provide new or revised function statement(s) of work center(s) affected by new or increased mission, as well as the revised function statement(s) of work center(s) that no longer requires the civilian overhire position. If adding resources to an existing work center, include current duties and new functions of work center. If an entire new work center is being established, identify the function of the new work center only.